

# **DEPARTMENT OF ADMINISTRATIVE SERVICES**



**STRATEGIC PLAN  
2008 – 2011**

# Department of Administrative Services 2008 - 2011 Strategic Plan

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### Strategic Goals

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# Department of Administrative Services 2008 - 2011 Strategic Plan

## Guiding Statements

### Our Mission

Partner with customers to serve the citizens of Iowa by providing value-added support services.

### Our Motto

Government's partner in achieving results.

### Our Vision

Government's partner in achieving results.

### Our Guiding Principles

- We act efficiently.
- We are responsive.
- We act with integrity.
- We are customer focused; we listen, learn, and act.
- We value our employees.
- We are DAS.

# **Department of Administrative Services 2008 - 2011 Strategic Plan**

## **Top Strategic Goals**

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1. Create value for customers by providing better and more efficient services.
2. Have and value a more diverse and higher-performing state workforce.
3. Function as a single organization to improve our management of DAS to maximize our full potential.

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## 2008 - 2011 Strategic Plan

### Roll-Out Strategic Plan

| Actions   | Person(s) Responsible                        | Due By            |
|---|--|-------------------|
| Send 1 <sup>st</sup> draft to team  | Susan Churchill                              | 02-04-08          |
| Share 1 <sup>st</sup> draft with strategic planning team for feedback and input                       | Team Members                                 | 02-06-08          |
| Make changes to 1 <sup>st</sup> draft   | Susan Churchill                              | 02-07-08          |
| 2 <sup>nd</sup> draft to Mollie Anderson  | Susan Churchill will send to Mollie Anderson | 02-07-08          |
| ELT approves modifications to strategic plan  | Executive Leadership Team                    | 04-09-08          |
| Team meets to finalize their action plan with: steps, timelines, person(s) responsible and resources. | Team Members                                 | Prior to 04-25-08 |
| Final strategic plan with action plans sent to Mollie Anderson for final approval                     | Susan Churchill will send to Mollie Anderson | 05-02-08          |

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## 2008 - 2011 Strategic Plan

### Goal 1 - Create value for customers by providing better and more efficient service.

Lead: Mollie Anderson and Mark Johnson

Team: Mary Ann Hills, Debbie O'Leary, Laura Riordan, Dale Schroeder, Lorrie Tritch, Ray Walton, Dave Lingren

| Strategies   | Actions  | Person(s) Responsible   | Due By  |
|--|--|---|---|
| a. Establish a Customer Advocacy Program.                                      | 1) Define the service delivery model.<br>2) Identify roles and responsibilities.<br>3) Develop a resource plan (FTE needs, etc.).<br>4) Identify funding resources.<br>5) Educate and market – internally and externally.<br>6) Identify customer base and additional opportunities.<br>7) eDAS integration plan.  | 1) Lingren/Morrissey<br>2) Lingren<br>3) Lingren/Morrissey<br>4) Lana Morrissey<br>5) Lingren/Riordan<br>6) COOs/Lingren<br>7) New eDAS mgr | 1) 07/01/08<br>2) 04/01/08<br>3) 04/01/08<br>4) 05/01/08<br>5) 07/01/08<br>6) 07/01/08<br>7) 11/01/08 |
| b. Ensure the DAS portfolio of services meets the needs of our customers.      | 1) Catalog existing services, focusing on principle services.<br>2) Market research – customer feedback, industry trends, focus groups, and surveys.<br>3) Review for legal, financial viability and customers.  | 1) COOs/Lingren<br>2) Lingren/Riordan<br>3) Morrissey//DAS legal  | 1) 06/01/08<br>2) 08/01/08<br>3) 08/01/08   |
| c. Communicate effectively with our customers.                                 | 1) Provide listening and communication skills training to all DAS staff.<br>2) Develop and tailor customer engagement plans for each agency/audience based on customer feedback – performance expectations, measurements, and verify and validate. Communicate performance measures and results.<br>3) Improve meeting materials by customizing them to better communicate what we can do for our customers. | 1) Mary Ann Hills and Bobby Bailey<br><br>2) Lingren/COO staff<br><br>3) Bobby Bailey   | 1) 09/01/08<br><br>2) 11/01/08<br><br>3) 12/01/08<br>4) 12/01/08<br>5) 11/01/08                       |
| d. Implement <i>One DAS</i> Service Desk.                                      | 1) Identify funding sources<br>2) Enterprises identify requirements and processes.<br>3) Identify resources – location(s), people, hardware, software.<br>4) Product implementation and training – tools, phone system. Identify funding sources.<br>5) eDAS expanded roll out.  | 1) L. Morrissey<br>2) L. Morrissey/ITE Staff<br>3) Mary Ann Hills<br>4) L. Morrissey<br>5) L. Morrissey                                     | 1) 7/1/08<br>2) 5/1/09<br>3) 5/1/09<br>4) 6/1/09<br>5) 6/1/09   |
| e. Increase the number of cities, counties, schools who utilize DAS contracts. | 1) Strategic partnership position.<br>2) Rely on Contract Management group.  | D. Lingren  | 12/30/08  |
| f. Develop strategic communication plan to improve DAS image                   | 1) Review existing employee surveys, 100 day report, customer surveys to determine opportunity areas.<br>2) Identify actionable opportunities and develop communications plan.<br>3) Implement action plans and measure success of messaging.  | 1) Bobby Bailey & Mark Johnson<br>2) Bobby Bailey<br>3) Bobby Bailey  | 09/1/08<br>1/1/09<br>4/1/09   |

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### Goal 2 - Have and value a more diverse and higher-performing state workforce.

Lead: Nancy Berggren

Team: Cindy Axne, Greg Fay, Mary Ann Hills, Ed Holland, Pat Lantz, Bill West

| Strategies  | Actions  | Person(s) Responsible  | Due By  |
|---|--|--|---|
| a. Anticipate, quantify, and plan workforce needs in 3, 5, and 10 years.                                  | 1) Organize a DAS workforce planning team, consisting of individuals from each division.<br>2) Attend DAS training on workforce planning.<br>3) Complete workforce plan according to the DAS/DOM model.  | 1) Barbara Kroon<br>2) DAS Workforce Plan. Team<br>3) DAS Workforce Plan. Team   | 1) 07-01-08<br>2) When held<br>3) 07-01-09  |
| b. Improve systems for the recruitment and hiring of a diverse workforce, and exiting of state employees. | <u>DAS:</u><br>1) Develop a workforce plan for DAS which addresses recruitment & retention for DAS.<br><u>Statewide:</u><br>1) In priority order, determine what recruitment issues are critical for state government<br>2) Develop method for addressing the critical recruitment issues.<br>3) Work with departments in completing their recruitment and retention plans as required by Executive Order four.<br>4) Work with the Strategic Planning Coordinator in developing partnerships with Community Colleges to include internships, mentoring programs, and job training.<br>5) Assist the Diversity Council and carry out their directives in the areas of hiring, promotion, and retention of employees.<br>6) Review and revise (when appropriate) policies, procedures, and rules regarding the transition of employees.<br>7) Review department workforce and succession plans and determine any gaps in system programs. | 1) Robin Jenkins in cooperation with COOs<br><br>1) Robin Jenkins<br><br>2) Robin Jenkins<br>3) Robin Jenkins, Personnel Officers<br>4) Bill West, Robin Jenkins<br><br>5) Bill West<br><br>6) Mary Ann Hills<br><br>7) Mary Ann Hills | 1) 9/1/08<br><br>1) 11/1/08<br><br>2) 11/1/08<br>3) 11/1/08<br>4) 11/1/08<br><br>5) 11/1/08<br><br>6) 11/1/08<br><br>7) 11/1/08 |
| c. Administer an effective system of employee performance management.                                     | <u>DAS:</u><br>1) Develop an effective on-boarding (new employee orientation) system for DAS.<br>2) Review existing employee performance evaluation system for DAS, including training and monitoring to ensure each employee receives a timely evaluation and staff development plan.<br><u>State:</u><br>3) Continue monitoring the state's performance management systems.  | 1) Barbara Kroon, Vickie Anderson, Connie Hellmann, and reps. from each division<br>2) Each supervisor, led by PDS<br>3) DAS Work Team, led by HRE   | 1) 3/1/09<br>2) 12/1/09<br>3) 6/1/09  |

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|---|--|---|-----------|
| d. Develop a culture that celebrates accomplishments and encourages involvement and accountability. | 1) Develop a menu of tools or methods DAS can use in encouraging involvement and accountability.   | 1) DAS Work Team, led by HRE                              | 1) 7/1/09 |
|   | 2) Conduct an annual DAS all-department event.   | 2) DAS Planning Team, led by Marketing and Communications | 2) 9/1/08 |
|   | 3) Evaluate the current employee recognition program for state government and develop a menu of tools and methods departments can use to encourage involvement and accountability. | 3) Barbara Kroon  | 3) 9/1/08 |



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## Goal 3 - Function as a single organization to improve our management of DAS to maximize our full potential.

Lead: Mollie Anderson

Team: John Gillispie, Paul Carlson, Bobby Bailey, Mark Johnson, Lana Morrissey, Jan Olson, someone from ICN

| Strategies   | Actions  | Person(s) Responsible   | Due By      |
|--|--|---|-------------|
| a. Determine and implement DAS organizational structure that allows the enterprises to focus on core business. | 1) Review existing services and develop cost structure for legal, legislative, HR, Communications/PIO, Finance/Accounting, purchasing, facility management, customer advocacy, and document & report management, project management. | 1) John Gillispie, Lana Morrissey   | 1) 5/30/08  |
|  | 2) Determine and recommend shared service changes and financial approach.  | 2) Lana Morrissey   | 2) 5/30/08  |
|  | 3) Implement approved recommended shared service changes.  | 3) Mollie Anderson  | 3) 07/01/09 |
| b. Establish cross-functional teams that serve as centers of excellence.                                       | 1) Review established cross functional teams and topics to insure that all key topics have been covered (review in conjunction with <i>strategy a</i> above).  | 1) John Gillispie, Lana Morrissey   | 1) 12/01/08 |
|  | 2) Implement existing action plans in the topic areas of Contract Management, Customer Advocacy, Project Status, and Utility Rate Setting.   | 2) Pat Lantz – Contract Mgmt, Dave Lingren – Cust. Advoc., Paul Carlson – Proj. Status, Riordan, Sterk – Utility Rate | 2) 09/01/09 |
| c. Analyze DAS revenue streams and evaluate cost model.  | 1) Review existing financial models (revenue stream, investment, planned expense changes, long term product viability, etc.) being practiced by COO's and identify inconsistencies.  | 1) Lana Morrissey   | 1) 04/01/09 |
|  | 2) Determine appropriate investment strategy based upon product classification (from financial perspective) and recommend long-term strategy.  | 2) COO & Lana Morrissey   | 2) 09/01/09 |
|  | 3) Implement product-specific strategies.  | 3) COO accountable  | 3) 07/01/10 |
|  | 4) Strategic partnerships – existing and new.  | 4) Lana Morrissey   | 4) 06/30/09 |
|  | 5) Review ROI template.  | 5) Lana Morrissey   | 5) 6/30/08  |
|  | 6) Develop standardized ROI template and process to be used across DAS.  | 6) Lana Morrissey   | 6) 12/31/08 |

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|--|----|---|---------------------------------|-------------|
| d. Develop and implement plan to improve business acumen of DAS employees.     | 1) | Using literature review performed in <i>strategy b</i> above, identify training opportunities for DAS team members. | 1) Nancy Berggren               | 1) 07/01/08 |
|  | 2) | Develop training in conjunction with PDS identifying not only immediate opportunities but also repeatability.       | 2) Nancy Berggren               | 2) 11/01/08 |
|  | 3) | Implement training and measure results after 6 months. (How well did the knowledge "stick"?)                        | 3) Nancy Berggren               | 3) 02/01/09 |
| e. Develop and implement regular (quarterly/monthly?) Business Review Process. | 1) | Review existing ICN and DAS-ITE business review model and determine key elements for line of business review.       | 1) Lana Morrissey, Mark Johnson | 1) 09/01/08 |
|  | 2) | Identify ability to measure key elements by line of business.   | 2) COO's                        | 2) 11/01/08 |
|  | 3) | Determine business review frequency.  | 3) Mollie Anderson              | 3) 01/01/09 |
|  | 4) | Identify coordinating point within DAS.   | 4) Bobby Bailey                 | 4) 03/01/09 |
|  | 5) | Schedule & hold regular reviews.  | 5) Mollie Anderson              | 5) 05/01/09 |
| f. Improve financial management.   | 1) | Improve the financial management system & forecasting for DAS   | Lana Morrissey                  | 1) 1/1/09   |
|  | 2) | Establish mechanisms that allow DAS and DOM to review enterprise-wide financial performance and set rates.          |                                 | 2) 1/1/09   |
| g. Implement activity-based costing throughout DAS.                            | 1) | ITE Product lines through pricing model, excluding printing.  | Lana Morrissey                  | 1) 06/30/08 |
|  | 2) | Actual implementation of ITE rates beginning FY09, excluding printing   |                                 | 2) 06/30/08 |
|  | 3) | Determine next enterprise to implement the ABMS, complete ITE print   |                                 | 3) 06/30/09 |
|  | 4) | Develop work plan, project team, identify and implement system changes and training schedule.                       |                                 | 4) 06/30/09 |

# **Department of Administrative Services 2008 - 2011 Strategic Plan**

## **Communicating Our Guiding Statements**

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1. Email signature blocks
2. Back of business card
3. Web page
4. Brochures & marketing pieces; facilitation hand-outs; title pages, etc.
5. New employee orientation

# Department of Administrative Services

## 2008 - 2011 Strategic Plan

### SWOT Analysis

#### **S**trengths

- Staff/People
- Business Model
- Customer Service
- Organizational Flexibility
- Financial Viability
- Efficiencies
- People Need our Services
- Institutional Expertise
- Convenience
- Creative

#### **W**eaknesses/Challenges

- Workforce Planning
- Customer Relationships
- Lack of Complete Information from Customers
- Business Model
- Processes
- Cash-Basis Accounting
- Lack Focus
- Communication
- Employee Engagement
- Status-Quo Mentality
- Culture (Job Security/No Risk)
- No Single Product or Outcome
- Different Customers' Expectations/Structure
- Limited Funding
- Limited Resources
- Image/Vulnerable
- Change Resistance
- Regulatory Compliance versus Customer Service
- Charter Agencies/How to Deal with Them
- Follow-Through
- Consensus Decision-Making

#### **O**pportunities

- Define and Implement the Entrepreneurial Model
- Opportunities with Local Governments
- Marketing/P.R.
- Customer Services
- Efficiencies
- Capitalize on Talent
- HR Initiatives
- Customer Market Share
- Buildings/Grounds
- Disaster Recovery
- Clarify the Funding Model
- Expand on Things Done Well
- Use Technology

#### **T**hreats

- Outsourcing of Services
- IGOV/IDOM Support for Entrepreneurial Model
- Agencies Don't Use Services
- Charter Agencies
- Lack Support for Standardized Products/Services
- Staffing and Talent
- Unsatisfied Customers
- Lack Enterprise-Wide View of Customers
- Fiscal Management (Funding System, Slowing Economy, Budget Cuts)
- Credibility
- Change Adverse (Internal and External)
- Lack of Direction
- Technology Funding

# Department of Administrative Services 2008 - 2011 Strategic Plan

## Notes

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### KEY ISSUES

1. Workforce Planning
  - a. Development
  - b. Succession Planning
  - c. *One DAS*
  - d. Culture
  - e. Employee Focus
2. Finances
  - a. Funding
  - b. Fiscal Management
  - c. Control Costs
  - d. Slowing Economy
3. Communication and P.R.
  - a. Internal/External
  - b. Marketing
  - c. Image
  - d. Documenting
4. Service/Delivery
  - a. Customer Service
  - b. Products Offered
  - c. Operations and Processes
  - d. Efficiencies
  - e. Timeliness and Quality
  - f. Planning, Forecasting, and Measuring
5. Strategic Management
  - a. Planning/Forecasting
  - b. Business Planning
  - c. Strategic Focus
  - d. Defining Roles and Responsibilities
  - e. Measuring Performance